



An Urban Design Resource Center for Seattle

April 2002

A Strategic Plan for a
Program and a Place for
Urban Design Education and Outreach

TECHNICAL APPENDIX

city
design

URBAN DESIGN EDUCATION & OUTREACH IN SEATTLE

A STRATEGIC PLAN

TECHNICAL APPENDIX

Table of Contents

I.	Preliminary Assessment	1
II.	Focus Group Meetings Summary	7
III.	Focus Group Meeting Agenda	22
IV.	Focus Group Participants	23
V.	Advisory Panel Meeting Summaries	25
VI.	Advisory Panel Members	42
VII.	Examples from Other Cities	43

Appendix I: Preliminary Assessment

memorandum

DATE: **August 24, 2001**
TO: **John Rahaim and Layne Cubell**
CityDesign
FROM: **Bonnie Berk and Lisa Weinberg**
Berk & Associates, Inc.
RE: **Preliminary Findings of Strategic Assessment**

Introduction

The following represents a first and preliminary review of findings to date. It reflects our thinking based on conversations with CityDesign staff, including the staff charrette on July 17th, several stakeholder interviews, and a web-based review of programs in Seattle and elsewhere. We address the vision and goals for an “urban design resource center,” and identify the strengths, opportunities, and challenges for realizing it. Of course, there are strategic questions that still need to be explored, and even those addressed here should be considered tentative. During the next several weeks we will continue to conduct stakeholder interviews, review model programs, meet with the Advisory Panel, and conduct focus group discussions, and continue to talk with you, all of which will further inform the development of a strategic plan for the center.

Vision and Goals

The “urban design resource center” would be a physical place and a program that stimulates dialogue and discussion, and facilitates learning as part of CityDesign’s broader mission “to serve as a catalyst for design excellence in the Public Realm.”

The Place

More than simply a repository for urban design materials, the center as a place would be an exciting and dynamic venue, both real and virtual, designed to make visible the work of urban design. Rather than contain CityDesign’s educational function, the center would be a place that moves people beyond its physical boundaries, ultimately using the City itself as a laboratory for exploration and learning.

The Program

The name of the center should convey a sense of active engagement. We suggest the emphasis be on “learning” rather than the more passive “resource.” Indeed, making information resources available through the center is not an end in itself, but rather serves the broader purposes of learning.

Learning goals would include:

- Developing urban design capacity (skills and knowledge) among City staff in order to make good design a central consideration in the work of City agencies, and in the long term, to enable them to join CityDesign in promoting design excellence in Seattle;
- Encouraging new ideas and approaches to a specific project or a related set of projects by convening multidisciplinary groups, and in the process, increasing capacity within the design and developer communities to address urban design issues;
- Advancing knowledge about how to create good urban spaces by celebrating past successes and discussing lessons learned, incorporating these into a resource base that will support cross-pollination on specific projects and providing a historical record that informs urban design in Seattle over time;
- Increasing public awareness of urban design in order to heighten appreciation of the public realm and enable participation in public processes associated with urban design.

These goals would entail working with several distinct audiences — City staff; the broader design, developer, and arts community; and the general public — sometimes together, sometimes separately. To the extent possible, CityDesign should find ways to use work with one audience to serve the learning objectives associated with another audience; in other words, design events (e.g. charrettes) that will serve several audiences and learning objectives simultaneously.

Activities and Services

Specific activities and services that might be included among those provided by CityDesign would necessarily build on existing efforts and resources (e.g. web site, events). The following list is meant to be suggestive only, and during the coming weeks will be expanded, with specific activities and services targeted for further elaboration:

- Convene cross disciplinary groups to address works-in-progress as well as lessons learned from past projects;
- Engage the public as observers and participants in project conceptualization and planning;
- Facilitate learning among practitioners, students, and the public regarding design in Seattle, to understand what contributes to good design as well as the City's distinctive character.
- Provide illustrations of good design via a design catalogue and expanded case studies or otherwise documenting examples that meet or exceed design standards using graphics as well as text;
- Maintain an exhibition space that features examples of design excellence in the public realm, highlighting significant projects from Design Commission and Design Review processes as well as other sources;
- Establish a library of design resources that City staff, design professionals, and members of the public can use on site as well as via web access;
- Document how a project gets built, describing the compliance as well as design phases of "how it came to be;"
- Stimulate and document dialogue regarding design excellence by preparing and disseminating occasional issue papers;
- Convene a range of activities (e.g. public workshops, forums, charrettes, brown bag lunches) to facilitate dialogue and debate regarding urban design issues and projects;
- Work with community and neighborhood groups on plans, strategies, and projects, using the above to inform the efforts of these groups. A number of organizations (e.g. Cityscape; Design Center for American Urban Landscape) provide consulting assistance or otherwise engage community-based groups in conceptualization and planning of a project;
- Provide training to City staff, with an emphasis on application, potentially using charrettes or other forum to bring the perspectives and talents of a multi-disciplinary team to bear on specific projects, informing project development while educating City staff and others;
- Work with UW to educate a new generation of young professionals entering into practice via internships, volunteer opportunities, and participation in charrettes and other forum (see Architectural League of NY);
- Partner with the Seattle Architectural Foundation on their Citywalks program for school aged children, broadening the curriculum to address urban design issues and expanding its reach to a broader audience.

Opportunities and Strengths

The niche that you have identified for CityDesign, with a focus on urban design and the public realm, represents the center's greatest opportunity. Although our strategic assessment is not yet complete, evidence to date suggests that (a) no other local organization has as its primary focus the public realm, and (b) there is a felt need for an entity to focus on urban design.

The phrase “connective tissue” was used by one of the stakeholders interviewed, and it is an apt descriptor for CityDesign's potential role as convener, facilitator, and partner. Urban design is by nature multidisciplinary, thus necessitating the capacity to bring people from different perspectives and backgrounds together around common concerns and interests. Nowhere is this more apparent than in the array of organizations in Seattle with related agendas and missions. Among the ones with whom we have had contact (e.g. Department of Neighborhoods; Seattle Architecture Foundation; AIA Seattle), there appears to be a willingness to work with CityDesign to satisfy mutual and respective interests.

The strengths associated with CityDesign, as identified during stakeholder interviews and the staff charrette, should enable it to capitalize on these (and other) opportunities.

- **Staff.** CityDesign staff received high marks for their design knowledge and sensibilities, holistic approach, communication skills, accessibility and enthusiasm.
- **City Agency.** Status as a city agency is seen as a plus, providing CityDesign with legitimacy as well as positioning it to convene meetings and broker cooperative endeavors.
- **Conveners and Facilitators.** CityDesign's experience to date indicates demonstrated capacity to “get the right people to the table” and effectively structure and pace events.
- **Perspective.** CityDesign's experience to date indicates the capacity to synthesize complex information and convey the big picture.
- **New Agency.** The newness of CityDesign, not just in years but its distinctive mission and focus as a City agency, along with the Mayor's support, provides it with a certain amount of cache and visibility.

Challenges

While the status of CityDesign as a new City agency with mayoral support is a strength, it represents a challenge as well. Its long-term viability will in part depend on achieving institutional credibility that will sustain it over time. This will require:

- Producing a collection of perhaps small but inspired and successful projects (i.e. the “execution challenge”) that demonstrate the contribution of CityDesign and the value of urban design;
- Avoiding too great a focus on process, in part by engaging people who have the capacity to make things happen rather than simply talk about it and in part by providing a framework within which this can occur, including a focus on action items that can be accomplished;
- Educating public officials regarding the importance of urban design;
- Adequately publicizing CityDesign so that people actually know and use it as a resource (e.g. architects and developers with little experience in urban design; City staff from a range of departments with specific project or policy issues; community groups considering a project).

Given the breadth of its mission, there is the danger too that CityDesign’s educational and outreach activities could become spread too thin, doing a lot and accomplishing little. This is an institutional as well as a resource challenge. Ways to combat this challenge include:

- Focus on 3 or 4 key roles or program components, linking them together as part of what will become a CityDesign “tradition” (the Chinati Foundation in Marfa, Texas is an example provided by one of the stakeholders interviewed).

Even with an established track record and tradition, as a public agency CityDesign undoubtedly will continue to face the challenge of accomplishing a lot with limited resources. To meet this challenge, CityDesign should:

- Identify as many ways as possible to relate in a meaningful and productive way to the existing network of organizations (design-related as well as community-based) in Seattle;
- Explore creative options for acquiring talent (e.g. Nashville’s Civic Design Center is drawing on faculty and staff who will be “on loan” from universities and local government).

Strategic Questions

The challenges identified suggest a number of important strategic questions that will need to be answered by CityDesign staff and its Advisory Panel in the coming months as part of a planning process to create CityDesign's "urban design resource center." These include:

- [1] Focus.** What are the 3 – 4 key program components around which the Center's activities will be organized? How will they relate and support one another?
- [2] Communication.** What are the key messages that CityDesign needs to convey to facilitate an understanding of urban design and its value? How can these best be communicated?
- [3] Outreach.** Which audiences will be the focus of initial (and subsequent) outreach efforts and what purposes will be served?
- [4] Results.** How central should the actual "doing" of urban design be to the efforts of the Center? How can CityDesign best balance goals for learning and design, facilitating informed design solutions as well as professional and public education?

Appendix II: Focus Group Meetings Summary

CITYDESIGN

FOCUS GROUP MEETINGS SUMMARY

SEPTEMBER 10, 24, AND 25, 2001

Focus groups were conducted to further inform the assessment phase of the strategic planning process to create an urban design resource center. These discussions were designed to obtain input from members of the design and developer communities, arts and civic organizations, and staff from City, County, and State agencies.

Each session began with a brief introduction regarding the purpose of CityDesign and the important role of education in fulfilling that mission. A series of questions about the nature of urban design, the types of educational and outreach activities needed, and the best means for working with agencies and communities, were used to structure focus group discussions. These questions are enumerated in the focus group agenda, which can be found at the end of this summary in Attachment A. The names of the 26 focus group participants are located in Attachment B.

These focus groups, along with stakeholder interviews, two CityDesign staff charrettes, a review of program models elsewhere, and input from the urban design resource center Advisory Panel, provide input to the assessment phase of the strategic planning process.

Urban Design

One of the challenges facing CityDesign is to promote a better understanding of urban design. This is central to CityDesign's mission, providing all parties to decisions regarding the built environment with a common frame of reference regarding urban design. In discussions among focus group participants, three different dimensions of urban design emerged:

- Relationships within the built and natural environment;
- Human activity and experience within that environment; and
- A framework and process for understanding and making decisions regarding that environment.

Relationships within Built and Natural Environment

- Streets and buildings.
- Some people think that urban design is architecture (a pretty façade).
- Related to architecture in that it informs decisions about buildings.
- How projects fit together or a larger version of how they work together.
- Contextualism. How a project fits within a context.
- Landscape architects call it “site analysis/design.” We search for qualities of the space. Attention to the surrounding area it serves as a reference point.
- Concern for the overall design of a neighborhood.
- Forming spaces or linkages between spaces.
- The street system is the City’s largest open space. Urban design is working with the design and function of the street system.
- It is concerned with the design of streets in their respective environment.
- It’s the basis of our work. We do a little urban design analysis on everything. We look at the context of the building in the city, what are the forces there and what could be there. We look at all that shapes the building.
- The collective assemblage of vision and projects by many.
- The relationship between built environment and natural environment that affects issues of the community it serves, such as economic issues.
- Thinking more macro than the project or building you build.
- The framework within which all other entities or professions can do their job. Without it, individual projects are not tied together.
- The quality of stuff that is not there. The forming of the void.
- What is left after you build is of greater value than what you build.
- Parks Department projects are part of the urban fabric and work on neighborhood relationships.
- There’s a strong architectural group that looks at buildings and objects. Landscape architecture has a more regional view. Urban design sort of dropped out. There’s a loss of attention to urban form and patterns.

Human Activity and Experience within the Urban Environment

- A sense of place.
- Human perception, not just infrastructure but people's experiences of it.
- The intent of activity as enlivening.
- The flow between the streets and buildings, and people's interactions with space.
- How people use the space.
- Wayfinding or ability to have continuity of system for people to get around. Maintaining design and character of existing buildings and balancing the two.
- Improving neighborhoods and how houses relate to each other. The way we walk between where we live, work and play.
- Create environment where humans feel comfortable, where they can live with nature supporting them and have interaction with neighbors. It minimizes conflict.
- The promise of urban living as an idea.
- Good urban design enhances the quality of life, serves as a catalyst for activities that make up life. It is most obvious when it is not there.
- Urban design helps make things more acceptable.
- Get artists in design earlier to do more place-making, think of how people experience it and make it more livable.
- Introduce density into neighborhoods to make Growth Management Plan work. Have things that work get built, not things that outrage neighbors. Make things that people in neighborhood will support.
- Urban design is evident through the rediscovery of urban core, as evidenced by mixed-use buildings and people coming back and using cities.
- Urban design is important to Belltown with our connections to the Waterfront and given that we are just getting organized as community. We serve as a channel for all traffic from the north and a parking lot for downtown. We are totally dependent on larger context. Urban design principles help so that not one interest group can take over.
- Urban design is the cultural expression of how people come together.
- Artists' work reacts to it and bounces off urban design. An artist's creation is a response to the built environment. A pool of artists in a building or neighborhood can indicate a gentrifying neighborhood, that people are comfortable coming there, and possibly a coming change in neighborhood, at least in the form of increasing rent. The presence of the arts is a barometer that things are going well in a community.
- I'm passionate about people feeling a sense of community and being informed about issues in that community. Urban design is in the spectrum of issues we address.

- It is both regulation and finding things that work well, both visually and in the facilitation of movement.
- The city is a living organism. Urban design is about mapping transportation and utility functions.

A Framework and Process for Analysis and Decision-Making

- A component of the planning process.
- Urban design is integral rather than an add-on.
- Where the best of planning and architecture come together.
- Urban design has become urban planning, more process-oriented. Planning is more deadening and numbing. The deadening part of planning comes about when those writing the code do not sense what it looks like or feels like on a human scale. Planning comes from a legal perspective.
- Urban design is planning with an urban aesthetic.
- In urban design, we draw what we mean by “good” instead of developing policies.
- All facets of architecture have an urban design component, including landscape architecture.
- Is over specialization a valid way to go? Can it mean the loss of the big picture?
- Urban design can be both subjective and objective. There should be some common principles of orientation of buildings. Planning starts with urban design thought, but when codified it is no longer urban design.
- A rational, physical plan in response to a specific place, which makes things work.
- Urban design demands measurement and critical validation.
- Ideally, it is the study of the settlement infrastructure that humans use (e.g. sewer, streets, employment, housing).
- The study of, or a tool for, measuring urban health. There are some objective truths and design objectives. It can be subjective, as well, more sociological. Something that makes sense in Seattle may not in Brooklyn. Urban design is implementation of that tool.
- The assessment or study of buildings, relating to existing design and seizing opportunities.
- People have a love/hate relationship with roads. We struggle with our responsibility to the region and the State to meet those responsibilities and to help communities become whole.
- Urban design transforms aesthetic decisions into things that work, like making density work.
- Elements and guidelines that influence design decisions but are not restrictive and allow unique projects or elements.
- Urban geology or ecology. It is the urban fabric. How do you measure its success? One indicator may be the carrying capacity of a particular resource, an indicator of quality of life.
- Urban design should inform the broader policy process.

- Stewardship. Very broad constituent base. Long-range and guiding future development.
- The utility of long-range planning. A plan is typically dynamic and anticipates change. Provides a road map or guidance that can be changed over time.
- Urban design provides a vision of what the project or the neighborhood will look like in the future. Provides a prediction of the future fabric.
- Helps guide and define development. Good urban design helps projects be successful and be seen as successful from the community's perspective.
- It is irresponsible not to start with the guiding forces. Urban design principles are there to help you think about it.
- All design is really just three-dimensional problem solving. We should not segregate the different aspects of design. The ability to consider the multiple dimensions shows a person thinks well.
- Developing neighborhood plans is my work. Urban design is essential for the culture of the community.
- Art should be part of urban design process, a method for pushing it out into the community.
- Design was added to DCLU under the current Mayor. As a department, we think about it more when we work on code development, neighborhood plan implementation, and when thinking about how to implement plans so that our goals (increased density, fewer cars) can be achieved.
- Balance regional with community resources.

Program Service and Activities

Focus group participants offered many suggestions for useful services and activities of an urban design resource center. Four themes emerged driving these discussions, including:

- Accessing information and navigating the City system;
- Promoting a solid understanding of urban design;
- Facilitating City staff development through training and mentoring; and
- Brokering conversations and dialogue about design.

Specific suggestions are listed below according to these categories.

Accessing Information and Navigating City System

Provide Information and Access to Resources

- Provide access to information, specifically GIS. One call and you can acquire a whole bunch of maps.
- Portland has a retail GIS store, where you can get any map you want at a cheaper price. Perhaps Seattle should use this model, enabling kids, neighborhoods, and visitors to neighborhood service centers to print out maps of public lands, etc.
- Provide an events calendar, an easy place to go to learn about what is going on.
- Is tax assessor information on-line yet?
- Make available Information on related projects that are going on in the neighborhood. Is there a way to get that site-related information on line faster?
- Consider working with Virtual Seattle? Provide on-line access to ongoing studies and reports that could affect a site, including tentative plans.
- Electronic access to information would be best.
- The resource should be a really good web site.
- The web site should be really complete, offering absolute depth, or really lean, providing links to other sites and resources.
- Some resources do not require a physical location. In such cases, provide web links to other organizations.
- Codify lessons learned. This function should be centralized. Neighborhoods absolutely need it.
- Make neighborhood plans accessible so people can see what other streetscapes look like, with visual examples, even for use in presentations to other departments.
- City could benefit from a single collection place for materials for SEPA Analysis. This would make it easier to answer level of service questions.
- Having access to people is a very important resource.
- Need to have a librarian to direct people who are not experts.
- Neighborhood groups should share information with the community to see other things of interest that are happening.
- Would like the urban design resource center to work and exist collaboratively with the SAC Arts Network and the Sustainability Center.
- Do not replicate existing resources or libraries.

Assist in Navigating the City System

- Meeting with the person who actually designed the process helped me to understand it more, that there is a purpose to it.
- CityDesign should get involved earlier in planning requirements. Processes could be more integrated, less sequential, more coordinated. For example, we can work with a community for a couple of years during earlier stages of the process, and then another community perspective comes up through the street vacation process.
- CityDesign should provide better coordination between all design entities, making urban design more central and integrative.
- Bring existing service and agencies together. They are not on the same page. Lessons learned are not easily tracked. They should be assembled and made available. Great ideas with results are often lost.
- Streamline the permit process or at least make it clear the right person(s) to call. We need a source of information, someone who can influence Design Review Board or Design Commission schedules.

Promoting a Solid Understanding of Urban Design

Educate Others about Urban Design and CityDesign's Role

- Educate people without being arrogant. Help people to understand principles and realize that there are multiple design solutions.
- As an innovative City agency, CityDesign should push the envelope and broaden perspectives.
- Develop a lecture series of specific current issues or education in general for public.
- The people at the Seattle Architectural Foundation are passionate about architecture and provide tours. How much do they talk about urban design? Get them to use urban design terminology on those tours.
- Develop occasional programs about urban design with sparkle and pizzazz to attract audiences to general civic settings. What about going to the downtown rotary?
- The University of Washington's urban design program is a good resource. CityDesign should work with them.
- What's happened to the University here? They are mapping the habitat of the City. How does that get out? The exchange of ideas, resources, collaboration needs to work both ways.
- CityDesign needs to clarify its roles, and that of the resource center, distinguishing it from the Seattle Design Commission.
- Answer questions about urban design.
- For the general public, work with City Club to focus on urban design in forums and discussions.

- Opportunities to tie in with ABC (Action Better Cities). They produce good quality videos that educate really well.
- Outreach using Brown Bag lunches, tours, and other activities that engage people.
- Show a program like that (the Green Street expert) with visual of what good design is on the City cable channel.
- Make sure topics are in cable TV lineup and that they're fun (like Bill Nye on urban design).
- Video on Channel 21 is a good way to reach the general public.

Help Craft Concrete Definition and Goals of Urban Design

- Promote an understanding of what urban design is. Design materials with a circular nugget or graphic showing how urban design is good for kids, neighborhoods, transportation, etc.
- The definition of good design seems subjective. What are all these things happening and how do they relate to each other?
- Help people understand the need to address urban design.
- Define urban design in Seattle to develop a common understanding of goals before working on a project-by-project basis.
- Promote the idea that when you build in an urban environment, you are doing urban design. It may not be good, but urban design happens when something changes or is added. Urban design is not an add-on.
- Would be nice if the City could help educate neighbors and neighborhoods about the Growth Management Act and the value of density. It's usually developers coming in with this message and they tend to be the least trusted.
- At the core of the City, both residential and retail density is desired. Explain that density does not mean all the bad things associated with that word. Show good examples of what a wonderful street can look like (e.g. transparent buildings, easy signage, open space). Help people to visualize it.
- Challenge people's imagination. Engineers and people that think about roads and infrastructure may have just one idea (e.g. for long time we have been burying our infrastructure). Help them see other possibilities.
- Get the idea out there that every construction project is a choice

Develop Catalogue of Good Design Examples

- Provide visual examples of good urban design. We did a slide show of public art using two slide projectors to show the contrast between spaces with and without public art.
- Recognize examples of good urban design with awards and letters of commendation.
- Mount exhibits at other locations (e.g. branch libraries).

- Demonstrate how to do good urban design that does not cost a lot of money. Need to address concerns that a strong focus on urban design will cost too much, pricing projects out of the City's budget or the realm of public acceptance.
- Show a range of costs in terms of small things you could do. Afraid that what we did with I-90 set the standard too high. Show engineers small to large treatments.
- Use Chicago bridges as a model of designscales rather than raw utilitarian infrastructure.
- Awards for things? This could help make urban design more accessible and identifiable to politicians and the public. An award could be "these are urban design initiatives" or it could be a "livable community" award. In the development community, a positive letter to a developer has weight (e.g. "streets at work") rather than getting dumped on all the time. It helps develop a sense of pride.

For Specific Audiences

- Taking a long-term perspective, need to focus on educating children and engineering students. From a medium-term perspective, work with neighborhood community councils and reach the general public.
- Provide a Design 101 course or module to engineers at the Department of Transportation or to engineering students in college. Explain why urban design relates to engineering and how it is influenced as a part of public decision making processes.

In the Schools

- Get ideas in front of high school students, using in-class mapping exercises, visual preference surveys in which they rate varying images of streetscapes, or through a community service project
- CityDesign could be the coordinator for Architects in schools. There are other organizations out there doing it, but CityDesign could be a resource for these programs.
- Could start earlier in schools, working with elementary school students to map out safe bicycle routes home.

For the Media

- For stories about issues with urban design tie-in, CityDesign should be able to direct media to appropriate resource people within and outside the City.
- The media gets hung up on smaller, sensational details – not the bigger picture.
- Serve as a source for good stories featuring urban design.
- Make connections to history.

- Make sure that the information that is available is correct.
- Inform public officials about urban design “so that they do not say something stupid.”
- Provide a real voice for people to contact.

Facilitating City Staff (and those involved with City processes) Development through Training and Mentoring

Educating City Staff

- Civilize the entitlement process. Working with the City of Seattle, whether SeaTran or the Design Commission, can cause us lots of grief and frustration. SeaTran, in particular, does not always walk the walk.
- Help us get the power to implement what has been decided instead of getting derailed by a decision. Early decisions are lost institutionally at Seatran.
- Change attitudes at SeaTran.
- Knowing that we have to work with SeaTran changes the way we approach projects. We are encouraged to think more broadly but are hindered in execution.
- Change “streets are meant to move traffic ASAP” attitude and mindset. Create allowable alternatives.
- At DCLU and other places, it does not appear that people are there to help us get a good project done, but rather to prevent it.
- Put together forums that provide opportunities for listening and learning in a non-threatening manner (e.g. “What does Seatran need to do?”).
- Help to build collaborative efforts beyond Seatran, bringing developers and communities together. Show examples. CityDesign’s credibility gives them the leg up.
- Education for project managers. Highlight the services CityDesign provides for departments, to promote appreciation of why it’s worthy of money. It would help to develop a seamless link with project review and get an understanding how to work with CityDesign.
- For project managers in the City to incorporate good design early and set standards.
- Help people to understand opportunities and missed opportunities. If people see the benefit of urban design education in different City departments, then they would be more apt to seek education.
- You cannot lecture to a group of people in a room (everyone has strict allegiance to their concerns). Urban design is an opportunity to combine and unite views, provide a balance between individual positions.
- Question whether one City department can train or influence another (early retirement would work better).

Changing City Policies and Processes

- Rewrite the guidebook with a different set of rules for Green Streets. Developers burn out and give up. Make a better manual that describes the conditions under which it is okay to deviate from procedure. Great to hear from the Green Street expert at CityDesign.
- Green Street Program is a great idea that needs to be enriched. There is no way of “getting a ‘2FAR’ increase.”
- Working in three dimensions, looking past individual projects to ways of bringing it all together. For open space strategy, get funding to look at bigger system. Direction from DCLU for Greenways could be in conflict with another department’s goals or ideas.
- Get out ahead of process and serve as resource by coordinating processes.
- In the short-term, change Seatran guidebooks and culture.
- CityDesign should get out in front, define it, and help to move the boundaries of the box to allow for a framework within which Seatran could work.

Facilitate and Maintain Citywide Perspective

- Help the City make the best responsible broad policy decisions.
- Be a champion and help to keep the focus. Sometimes neighborhood plans are re-written from an agency’s point of view. People spend lots of time on it and it should keep its focus.
- Existing approved plans and policies are forgotten.
- We have one of the most remarkable parks and open space plans here. Need someone keeping larger systems perspective, to highlight “here’s a chance to protect it and make it better.”
- Think about both little things like the sign ordinance and big things.
- Protect from erosion of what we have. It is as important but not always as glamorous. Focus should not only be on moving ahead.
- Leverage resources for urban design projects. Use levy resources to implement projects.
- Encourage collaboration between other departments and the use of their resources.
- Coordinate urban design projects.
- Coordinate and complement funding of other urban design resources, e.g. Environmental Works.
- Work as the executive department on a project. There is no department functioning as the lead team and each department looks at separate issues individually.

- There should be an up front definition of the principles and guidelines for the whole, not one project, before a developer lays out options.

Facilitate Design Review Board/Design Commission Development

- People in design review process need to be educated about what design review is. Some tell us what to do with our projects.
- Some Design Review Board members are unqualified. They should attend meetings to get broken in. Our clients are held hostage to conform to ideas that have nothing to do with two goals of DRB.
- Some Design Review Board members need training to understand urban design or architecture so they can be more effective.
- Why is the Design Review Board or the Design Commission not thinking about coordinating all of this?
- Training programs for the Design Commission and Design Review Board. It needs to be an exciting, aggressive training program, including the public and development community. It could be similar to an accreditation program.
- Training process for the Design Review Board and Design Commission would add a dimension that could effectively influence other goals.
- Educate the Design Commission regarding CityDesign's larger urban design vision.

Brokering Conversations and Dialogue about Design

Affecting Policy and Public Projects

- Affect policy and address pragmatic issues about applied design by convening forums and discussions.
- Bring beauty and quality into the Monorail (e.g. the design of columns).
- Monorail, viaduct, and light rail issues will all be part of the election and are urban design issues, too. Maybe produce a white paper on these subjects.
- Educate people, find out what is important to them, some urban design project or issue, and grab a hold of it.
- Some of your work should be political outreach. Bring people together so they can talk and interact in variety of ways.
- To make ideas successful, they must be politically viable.
- Stewardship. Stewarding resources we already have by building and facilitating dialogue regarding those visions.

Mayoral Race 2001

- Politicians should be talking about urban design of our communities. Suggest politicians debate the issue.

- Reach out to constituents and elected officials. Ask “what’s great design?” What do they think?
- Include a topic “What are the impediments to public leadership on projects.” The public sector should be leading public-private partnership.
- How to get the issue out between now and election? Maybe a forum on where the candidates stand on design. What do they think? Use it as an opportunity to educate them about what is going on.
- Ask questions of politicians. “What do you stand for?” in terms of urban design.
- Inform new executive about the importance of CityDesign.

Convene Conversations to Promote Broader Viewpoints

- Convene affected parties around specific projects.
- Provide an overview to Community Council members and City Neighborhood Council of how neighborhoods fit into the City’s big picture.
- City departments would like to reach out to developers and community members so they can participate effectively.
- Our community had to do a lot of education with developers on a project. There was not a lot of understanding of what was going on next-door and not any recourse to get them to do better design.
- Reduce polarization by bringing people together to address common goals.
- There are important conversations that artists and architects need to but are not having. If we are going to enter into collaborations, we need to understand one another’s intentions better.
- Put different developers in touch with each other. Connect and convene others working in the community.

Work as a Consultant to Other Organizations

- Work as a consultant to businesses.
- Establish on-going relationships with communities in a technical assistance capacity.
- Get involved in master plan or facilitation of master plan on transitional properties (Port facilities and brown fields).
- Provide technical assistance to community groups to implement good urban design (e.g. streetscape design)
- Work with neighborhoods and community groups, with people who are not professionals, to facilitate planning and reconciling points of conflict. Bridge the gaps, where one plan conflicts with another. Some of them may not know what questions to ask.

- Counter the entrepreneurial tradition. Historically, master planning has been done by the affected parties. The aquarium should not do their master plan. In Vancouver, a redevelopment agency actually gets in and does it or works through a citizen committee or a public-private partnership.

Working with Organizations

Focus group participants also were asked to inform CityDesign about how best to work with their organizations and communities.

Communicate with Us Electronically and Often

- A lot.
- By email.
- Email reminders of what is going on, which keeps your name in front of us.
- Quarterly email newsletter.
- At web site, would like to click on elements for ongoing projects, studies.
- Monthly web calendar with links to organizations with more information about an event..
- Convene salon-style discussions.
- Archived information should be on the web. Email things that pertain to “this week.”

A Place as well as a Web Site

- Have a web and a physical presence.
- The Center should not be in a large office building at the end of dark hall. It should be accessible at the street level.
- Accessible information so that a web search brings up this resource and allows people to stop in.
- Design the center in conjunction with the web site.

Communications with Audiences External to the City

- Getting urban design in the forefront of people’s conversations.
- More outreach to real estate and development community, communicating the value of mixed use, welcoming walkable cities, that open space adds value to real estate.
- Form strategic partnerships with developers.

- Mail beautiful resource materials to community councils, identifying issues in their neighborhood and describing relevant CityDesign resources.

Communications with Internal City Audiences

- Issue papers, with strong views that stimulate interest, are most effective in the City.
- There needs to be clear purpose for educational activities or papers. How does it relate to the specific projects on which a department is working. It cannot be a theoretical discussion.
- Education should be targeted so that the department can look ahead and see that it will affect specific projects.
- Create informal network (brown bag) for different departments to discuss common concerns.
- Resource center could train board members and attract potential board members.
- All departments have community network, providing CityDesign with greater access to the broader community via mailings and public meetings.
- Help people understand the reasoning behind recommendations.
- People understand decisions if they know why they were made. Pass those concepts on, perhaps using lessons learned from related projects.
- Two-way communications can sometimes stop an effort. Sometimes its best to just put information out there.

Promote These Ideas

- Don't need to go to the gym if you are walking around Seattle. Seattle is an "earth gym."
- Excellent urban design creates economic opportunity.

Appendix III: Focus Group Meeting Agenda

Welcome and Introduction

- Project background and purpose
- Introductions

Knowledge and Experience of CityDesign

- What do you know about CityDesign's mission and activities?
- What has been your experience with CityDesign to date, other than Design Commission and Review activities?

Urban Design

- When you hear the term "urban design," what comes to mind?
- How does urban design relate to the work of your organization (or the community represented)?

Services and Activities

- What types of services and activities would best support your organization or community in addressing urban design concerns?
- Which organizations and communities should comprise the Urban Design Resource Center's target audience?
- What are the 3 or 4 key functions the Urban Design Resource Center should perform?

Working with Organizations

- How can the Urban Design Resource Center best communicate with the organizations and communities you represent?
- How can the urban Design Resource Center best work with your organizations or communities to achieve concrete results?

Closing

- Is there anything else CityDesign should know as it moves forward?

Appendix IV: Focus Group Participants

City Staff- September 10, 2001

Beverly Barnett	Seattle Transportation
Geri Beardsley	City Council
Marty Curry	Seattle Planning Commission
Alex Field	Mayor's Office
Karen Gordon	Department of Neighborhoods, Historic Preservation
Don Harris	Department of Parks and Recreation
Craig Ladiser	Department of Design, Construction, and Land Use
Sara Levin	City Budget Office
Ethan Melone	Strategic Planning Office
Dena Peel	Seattle City Light
Ed Pottharst	Department of Neighborhoods
Nathan Torgelson	Office of Economic Development

Members of the Design Community- September 24, 1001

David Hewitt	Hewitt Architects
Susan Jones	NBBJ
Vanessa Murdock	Pacific Rim Resources
Matthew Richter	Consolidated Works
Jay Rood	Susan Black and Associates/ American Society of Landscape Architects
Dan Williams	Jones and Jones, Architects and Landscape Architects

Developers, Designers, and Public Agencies- September 25, 1001

Elise Chayet	Harborview Medical Center
Carolyn Geise	Geise Architects
Carol Hunter	Washington State Department of Transportation
Davidya Kasperzyk	Allied Arts
Lyn Krizanich	Clise Properties, Inc./ Seattle Planning Commission
John Kucher	Threshold Housing
Barbara Luecke	King County Public Art Program
Deborah Swets	City Club
Diane Sugimura	Department of Design, Construction, and Land Use

Appendix V: Advisory Panel Meeting Summaries

UDRC ADVISORY PANEL MEETING

Key Tower, Suite 2750, 4pm-6pm
September 5, 2001

Introduction/Overview

- Many education and outreach efforts are already underway as part of current work of CityDesign. Need to identify what should be substantially different or unique.
- The strategic planning process begins with strategic assessment working towards a strategic plan.
- Consultants will work with others to find out what it took to get started (examples).
- Need to identify specific program goals and activities; it is an iterative process.

Back ground research on existing urban design resource centers.

- Many centers address the design of the public realm, have a common mission, but the goals and audiences differ.
- Array of activities, passive and active
- Proactive opportunities – real ability to influence change
- Partnerships are key
- Summary matrix includes more than 25 existing orgs
 - staff should add new and innovative ones (i.e. Livable Communities – Susan and Leonard Crowhurst, Chicago Arch Foundation, NYC Municipal Arts Society, NYC, any in Boston , Philadelphia? Cooper Hewitt Museum of Design, UD Committee, US Conference of Mayors)
 - add established dates – important piece of information

Stakeholder Interviews

- There were many differences among the people interviewed to determine how central urban design is to their work, some don't realize it.
- CityDesign is already serving some certain functions.

- Should be public/ private cooperation.
- Recognized that there will be many challenges (the budget, and the trust of City government).
- There is a role for the City in urban design, as a broker or partner.
- Indicated a willingness to work together.
- What about constituencies with differing points of view.
- Developers need to broker a relationship to the City.
- City employees like CityDesign's ability to mediate the relationships.
- Appreciates CityDesign because the office is not regulatory but they are influential; this brokering is helpful to get product. The office is different because it is not regulatory, this helps to build relationships. The outcome is important.
- The development community is reticent to allow City to have a voice in design issues.
- Need to clearly define how the urban design messages are given.
- Is concerned that it is rare for philanthropic institution to contribute funds to a City institution.
- People think that CityDesign should be a convener or facilitator.
- The challenge for UW is that education is regulated by accreditation. Instead of competing with UW for funding, CityDesign should collaborate for funding.
- Because urban design focuses on the public realm, the City should deliver some urban design product, too. Exhibit innovative demonstration programs.

Activities

- Influence design decisions
- Change city culture
- Provide a visible difference
- Change the politics of the city.

Audience

- The Seattle Architectural Foundation has similar goals, but SAF loses itself on an audience of designers. UDRC needs to influence the marketplace about design.
- UW-the future generation

- CityDesign should reach people who are currently practicing in the private/ public sector.
- UDRC/ CityDesign should steer, not row.
- City has a role in influencing urban design, but CityDesign only does part of the urban design education.
- Develop a citywide UD Education Plan outlining different roles for different partners.

How do you make them value your work, participate?

- Focus people through a learning device- concentrate them, in order to influence the market place.
- Develop a rewarding system, incentives for people to understand why urban design is important.
- If the focus is on the public realm, show urban design by examples, projects that the City has the responsibility for promoting.
- Provide a definition of urban design and the public realm.
- Help Seattle Transportation (SeaTran) understand that streets are places, not just places for movement. Most City agencies do not even see the relationship between their own zones.

What are 3 or 4 components that on which CityDesign UDRC should focus?

- The ability to influence public decisions.
- Engage the public. Determine how to get people to understand how they can be most effective.
- Need mechanism similar to NMF, in which neighborhoods are effective on their own. NMF is a tool for the community to take part.
- Determine how to educate the public so that they make to most effective use of their resources.
- Determine how a community can work with urban design through neighborhood workshops.
- In 1975, there was an urban design inventory, that catalogued things that have happened in the past and were very effective, they produced great results. People take this information, go home, and share this information with others. Recent Landmarks City survey is also a good model.
- Keep it accessible.
- Examine localized impacts.
- Manifested results – focus more attention on what's been done well-
- The only way to be effective is to work with zoning, not just the public realm and the differences there.
- If the public thinks that they can influence the way the street is designed, they would realize that they have more of a voice.

- When educating people about urban design, let them know how to talk about design, rather than talking about parking, noise, etc.
- People do respond to good urban design.
- Recognition of a job well done is a good way to encourage appreciation of urban design - Bring recognition to neighborhood and public projects through an awards program (i.e. Bard Awards, NYC)
- In the media, urban design is buried in the real estate section.
- Use media to promote appreciation; criticism, opinion and general discussion
- Compel people to take a walking tour.
- Develop ideas to document past projects and their qualities and process.

What's in a name?

- Should it be called a learning center?
- Keep if focused on Spaces, Buildings, and the relationship between them.
- Address a mainstream audience.
- In community design, the pedestrian is the ultimate audience – Community Design Center??
- Denote what urban design is through its name.
- Place Design??
- Develop a pet name, with a longer real name.
- Claim the function with the name.
- 911 Design??
- Urban Center??
- Like it as just City Design
- Separate name will be necessary for fundraising
- Agreed to table topic to future meeting

Other Concerns/Comments

- Urban design collection at SPL - the Library has a fundraising foundation and has pledged money to expanding its Arch and urban design collection in the new Library
- Would the City be the lead for all these efforts?
- What is the niche we need to fill? Urban design education
- Need to distinguish between process facilitator and the education function of the urban design resource center.

- The urban design resource center needs to provide a long-term benefit and results.
- If it is serving as an education resource, need an awards program to get the hooks back into the professional community. It is worth it to set a standard for people to match or exceed.
- Need to serve 4-5 very visible tangible services, so as not to dilute the efforts. Next step should be to define these 4-5 things.

UDRC ADVISORY PANEL MEETING

Arctic Building, Room 1002, 4pm-6pm
October 3, 2001

Introduction/Overview

- Recap: Education and outreach handouts to focus on work done to date. Education and outreach is an important part of CityDesign's work.
- Consultants will work on detailed plan.
- Welcome to new attendees to the Advisory Panel.

Project Update

- Staff Charrettes: The consultants met with CityDesign staff on 7/17 and 10/2 to present assessment findings and obtain input. Input has been good and consistent with the findings of stakeholders interviews and focus groups discussions. The consultants will continue to meet periodically with CityDesign staff to update them and obtain further input.
- Focus Group Discussions: Three focus groups were conducted in September. A report of Focus Group findings, along with a two-page summary and an invitee list, were distributed.
- Findings have revealed four big themes or program components:
 - Understanding Urban Design: what is considered good is hard to discern; there is a need for a common vocabulary; visuals, concrete examples are important to understanding.
 - Navigating the City system: access to permitting processes is an issue, the processes themselves containing obstacles, but addressing these may well be beyond the role and resources of CityDesign; maintaining institutional memory of lessons learned in the process of building a project is important.
 - City staff development: Understanding urban design relevant to the work of a number of departments; it may be challenging to implement training across departmental lines.
 - Brokering dialogue: bringing parties together around major projects; providing technical assistance to neighborhoods; facilitate learning by doing

Panel Question and Comments

- What about engaging outsiders, especially from neighborhoods?
 - Tried Ed Geiger. The composition of the focus groups somewhat intentionally focused on those familiar with CityDesign, although invited a number of community activists.
- Three focus groups designed to tap three distinct communities: City staff; design community; and other public agencies and community organizations.
- Get range of Design Review and City staff involved.
- Should broaden definition of urban design to include multi-cultural experiences.
- Also consider getting children involved.
- Get more developers involved!

Discussion: Program Activities and Audiences

- Audiences
 - Start with those actually affected by urban design.
 - Centered around projects and position in problem-solving or decision making; insiders vs. outsiders
 - Developers
 - City Staff- (DCLU; SPU; Parks; Arts Commission; Library; Neighborhoods)
 - Engineers
 - Neighborhood groups (decision makers)
 - Retail and business groups
 - Environmental groups
 - Philanthropic community (potential funders)
 - Children (future impact)
- Historic Boston has a five-week program for children.
- AIA- Architecture and Education Programs
- How does CityDesign determine priority audiences and projects?
 - Those directly involved vs. those with influence to affect others
 - Take the long view, fostering an informed constituency by working with kids.
 - Department of Neighborhoods has the network to reach multiple community-based audiences; leverage

staff resources, getting bigger bang for the buck!

- Diversified approach does not need to mean a lot of money; instead, use partnerships to leverage resources.
- Use multiple platforms to reach multiple audiences.
- Go for those who represent multiple audiences.
- Top down vs. bottom up approaches or both
- What is the benefit of reaching “outsiders”?
- What about the scope of the program?
 - What is design/design process vs. appreciation of good urban design
 - Focus on product and process of urban design
 - Focus on appreciation as well as creative process of actually doing
 - Avoid the abstract and focus on the real (e.g. Greenwood and Ballard Master Plans)
 - Include active and passive elements (activities that engage v. resources to use).
 - How does City and neighborhood change? Is that the experience of urban design?
 - What is urban design and what is not?
 - Awareness; attachment; engagement; exposure- all critical
 - Who uses places?
 - Answer the “why do I care?” question in order to engage people/
 - Focus on single topic rather than taking on the “Public Realm;” e.g. pedestrian routes
 - Use lessons learned from elsewhere, especially good urban design, as examples to frame the process in Seattle.
 - Focus on Seattle issues. CityDesign’s mission to provide a public sector vision. But is that possible in populist Seattle?
 - Focus on what is really out there; study and learn, i.e. Pike Place Market
 - Take short-term approach – What’s happening now?
- Partnerships important to forging a vision for the future of urban design in Seattle as it evolves.
- How to keep changes positive? By working with those who shape City.
- Resources: public investment; incremental private investment; or partnerships
- Assessment Tools
 - Qualitative and quantitative indicators
 - How will we know we’re successful?

UDRC ADVISORY PANEL MEETING

Arctic Building, Room 1003, 4:00-6:00 pm
October 23, 2001

Introduction

Work to date- Resource center, an opportunity to formalize an outreach program. Concerns about the nature of “outreach” vs. the regular activities of CityDesign. Don’t want to separate these efforts from CityDesign’s traditional role.

- From focus group meetings-“ education should be tied to projects, should not be just conceptual.”
- Not education for education’s sake, but as an effort to achieve other goals of CityDesign’s work.

Elements of Plan

Current Activities: Identify need, establish screening criteria, develop strategic plan.

Need/Vision:

There is a clear local need for an organization focused on urban design - including design education and outreach. This need is not addressed by any of Seattle’s existing non-profit organizations; CityDesign is currently the only entity focused on Seattle’s urban design issues and challenges. Urban design shapes our lives - our streets, our neighborhoods, our buildings, and our City Center. Urban design understanding-through education and outreach-can result in improved projects and an improved Cityscape. This requires conscious effort and dialogue about projects, examples, lessons learned; how public and private elements of the environment come together; focused on what we care about in our physical environment; and how we can create more of the things we value.

- Urban design happens, every time the built environment changes.
- There are many different parts or players in this process.
- Sometimes urban design just happens, but often it takes real concerted effort
- City needs to get out in front of development and not rely on regulation to do urban design

There is need for education to be tied to projects. Involve students from all disciplines in real work. Encourage City staff to join CityDesign in talking about their work. Should track lessons learned in the development of a project. There is a need/ importance for outreach beyond downtown. Tap into cultural scene (performing arts) to get people focused on civic life. Reaching to communities in education, but also through projects that strengthen the community. Consider people that influence urban design and the general public. Build a constituency that will be sustainable.

Finding a Place for the resource center is critical; could be an opportunity in the new Civic Center. Would be timely and appropriate for shaping a civic Seattle. **Partnerships are important.**

Screening criteria:

Assess the most efficient implementation of CityDesign's education goals. Consider different roles: CityDesign takes lead when appropriate, but sometimes can hand lead over to others. Build on existing CityDesign work.

Draft Strategic Plan

Three Goals

1. Increase Seattle's capacity to produce good urban design
2. Increase public awareness and appreciation of urban design
3. Establish a place that makes urban design work visible and accessible.

Goal #1- Increase Seattle's capacity to produce good urban design

Six strategies to address different audiences.

Audience- General neighborhood folks- how do you contact them? Outreach through the Department of Neighborhoods, not CityDesign. Urban design should be presented in relation to real projects- things people are interested anyway. Increase communication about design in relation to these projects. People need to learn how to communicate what they want to do.

An Urban Design Primer-

- Idea- A base presentation, documentation of what urban design deals with.
- Would it be relative to Seattle with examples of urban design in the city, or would it be an educational handbook?
- Need the ideas to translate. Would it include examples from elsewhere?
- In Seattle, there are projects that are directly related to urban design, but these are things over which designers have no control, like block sizes, for example.
- Would primer take on a role as an implied doctrine? Block size, one size fits all, provides difficult opportunities, as all uses are not always the same.
- The ideas could be broken down into categories, bite-size chunks : for example, could compare sidewalks to others, see what may or may not be possible.
- Identify Opportunities; need to do analysis. Should not be attempt to become the “know-all, end-all”
- Not everyone will agree on things in the primer.
- How detailed would the primer be?
- Would it be a visual glossary? A polemic document? However, the weakness of a generic document is that people come away with, “that’s good, that’s nice, but what am I supposed to do with that?”
- Will it enforce current planning principles?
- Need to give the audience a basic vocabulary, but it should be tailored for the specific audience in some way.
- If the primer takes a position, and is prescriptive, whose opinion is it? Should we use Seattle examples? Primer should be a springboard for application.
- New urbanists already have a “manifesto,” there are textbooks, and casebooks of problems or solutions.
- Need to provide some translation for the audience, so the public knows what designers are talking about.
- It is difficult to get developers involved; usually they are too busy.
- Urban design should be an essential component in the neighborhood plans.
- A primer could help the permit technicians make sure that certain urban design elements are included. This would put pressure on architects and developers, to ensure that these goals are met.
- A primer should invigorate people.

Goal #2- Increase public awareness and appreciation of urban design

- Which activities lend themselves to good partnerships? Would this lead to the need for a new 100-year plan?
- Urban design has a reputation of being a regulatory process, which is driven by, and relies on private sector to develop.
- Need a clear, strong voice, to get a voice above the static and traditional types of information out there. Need to have dedicated people.
- Should provide person to person contact, provide experiential communication, rather than information buried on the internet.
- Who is the audience? Students- there are so many possibilities. Children, they are a separate component, and information for them would require simplification. In the case of children, there needs to be a direct influence, it is hard to reach out to them. Not sure that educating kids is vital part of CityDesign's mission. Should be a long-term goal, not an immediate priority.
- CityDesign, w/ limited resources, needs to limit focus.
- Looking for partnerships- should divvy up the tasks. AIA can only do so much, take on so many activities. Urban design is not their primary initiative.
- How far can a city agency go?
- To determine audience- Profile individuals. Look at target market to see who is affected by urban design, and what they think.
- Encourage a trickle down approach: CityDesign to DON to schools. CityDesign would be the figurehead/ a clearinghouse for information.
- CityDesign would be a broker, to figure out what to do and how to do it.
- Education in itself is not the only goal.
- If you change the public's knowledge of urban design, they will demand better urban design.
- Need unusual, inventive ways.
- People have a hard time talking about space; people prefer to talk about things. People need to learn how to talk about the relationship between buildings and the spaces between buildings.
- Should we eliminate Goal #2? Is it too didactic? Should not remove Goal #2, but it is a matter of emphasis. The real ambition of the plan and some good strategies are in Goal #2, but CityDesign must work with others to achieve.

Goal #3- Establish a place that makes urban design work visible and accessible

- Looking for a place; need to always keep in mind, opportunities for partnership, and develop the conversation between these partnerships.
- Key Tower base needs to become a civic marketplace, showcasing neighborhood work, building permit triage, in a center of activity. Key Tower 40th Floor will be city conference/meeting facility.
- It is important for it to be accessible; should be a visible storefront.
- Need to take advantage of unprogrammed space in Key Tower/ Civic Center.
- Need to attract people, needs to be open at night.
- People will only go to Key Tower if they have to, if there is a meeting.
- Would be similar to sustainable resource center and arts resource network; both could provide opportunities to partner.
- Other partners for place might be non-City organizations.
- Should be a kiosk in cultural café of City Hall, if not actual space for the resource center.
- Should use city as a laboratory and display findings.

Next Steps

Draft Plan under development. Need to identify priorities and choose or narrow down what CityDesign should and can realistically do. Implementation Strategy will be key.

UDRC ADVISORY PANEL MEETING

Arctic Building, Room 1003, 4:00-6:00 pm
Tuesday, November 27, 2001

Introduction

Through the work to date, CityDesign staff, consultants, advisory panel, and focus groups have recognized that this component of education and outreach is really linked to CityDesign's work program. To better implement the education and outreach, each of CityDesign's projects should incorporate an extra 10% provide information to others, explaining CityDesign's activities.

- The forthcoming implementation plan begins to set priorities to begin this education and outreach component of CityDesign's work.
- The implementation plan stresses the importance of linking education with the traditional and regular work of CityDesign, rather than becoming an opportunity to discuss urban design in the abstract.
- CityDesign has made some difficult decisions, about what activities are not feasible, and cannot be added to the list.
- CityDesign has recognized the need to address children; can start addressing these issues, but would not be a highlight of the program.

Draft Implementation Plan

The plan answers what, how, and when. These ideas are contained within a framework of content development, facilitation and outreach, and space planning and management.

Content Development

- The primer would be a base presentation to define urban design, showing examples, and explaining CityDesign's activities. This baseline information would be conveyed in a variety of ways for different audiences.
- The primer needs to focus on urban design, and its relation to specific (transportation) projects, such as the

Viaduct, or the monorail.

- Is this linked with planning? Planning is policy, and urban design links planning to these projects.
- Urban design is a physical manifestation of planning.
- Urban design needs to create seamless relationships between different departments, such as SPU, etc.
- The key issue needs to be: Why is urban design important?
- In Seattle, the key message has switched from quantity to quality.
- Political institutions need to understand the value of long-term planning, rather than strategic planning, and feeling to solve every problem immediately.
- CityDesign needs to keep reminding people what urban design is, and why it is important.
- Some of the ideas in the implementation strategy are building upon existing ideas and activities that are already underway.
- The new administration needs to be opportunistic, looking at the Viaduct, monorail, light rail, and provide some influence, working on some of these projects. The administration needs to identify opportunities and fill those voids.
- Believes that the project focus should influence current projects, rather than be a retrospective focus. Need to take pulse of current activities and relate these issues to things that we have identified in the past.

Facilitation and Outreach

- Some activities are already underway and may be changed.
- Tours are an interesting opportunity. SAF could have urban design focused tours. They work with the help of volunteers.
- For some activities, CityDesign would take the lead, while with activities would take shape through partnerships.
- CityDesign is trying to figure out a way to expand focus, and determine how to work with the Port of Seattle and other non-city agencies.
- The new administration is a transportation advocate. There may be an opportunity to have an urban designer in residence, in SeaTran, for example.
- CityDesign would first have to identify appropriate relationships.
- Need to establish a profile of the urban designer in residence. Would you want someone who is an experienced advocate, or provide an opportunity for good training.
- In-house expertise is essential these days, especially in budget-crunch time.

- The awards program
- What about- not even giving awards? AIA's COTE, for example, increases dialogue about certain projects, but does not provide awards.
- Facilitation- Should strengthen the resources that CityDesign already has. CityDesign's role- strengthen the competency of other internal programs, like the Design Review Board.
- How can CityDesign bring urban design, to other agencies, need to increase competency there as well. Could mentor other departments and the development community.
- The development community is actually an easy audience to engage.
- Good design is recognized after it's been inhabited; otherwise, good design is pretty abstract. How can CityDesign provoke change without getting people angry? There should be a self-preservation goal. CityDesign should think big, and should shake it up.
- Need to be sensitive and diplomatic, build constituency, and keep defenses up.
- Need to balance advocacy with self-preservation, but risk needs to be part of the agenda.
- Architecturally, people think Seattle is global.

Space Planning and Management

- Exploration and groundwork
- If CityDesign is working with partners, are they at the mercy of where the partners want CityDesign to go?
- Needs to be within the Civic Center, to serve the public and the City departments.
- There needs to be a public face to what CityDesign does. There needs to be a storefront space or public space.
- Has CityDesign considered an "urban design studio?" That would be of a different character than a resource center.
- There are opportunities in the reprogramming of the Alaska Building, the base of Key Tower, or the Cultural Café of City Hall.
- Each City department could showcase a physically designed project that they've completed. Cultural Café has the potential to become an informal meeting space that could house charrettes or performances.
- Access to exterior space is important too.
- The proposal for this space needs to be in 2003, and worked into the budget in 2002. CityDesign needs to start looking at this now.

- Tours- such as those already developed by Historic Seattle and the Seattle Architectural Foundation should be offered to children as well.
- Identify audience.
- Sustainability starts with good urban design.

Next Steps

Comments on draft documents to date. Final documents will be developed, and ready for the CityDesign open house.

- Should complete a low, medium, high feasibility study.
- Recognize that there needs to be funding from beyond the City.
- Should be linked to the Open Space Strategy and funding sources of relevant projects.

Appendix VI: Advisory Panel Members

Susan Boyle	Seattle Architectural Foundation
John Eskelin	Department of Neighborhoods
Tony Gale	Department of Fleets and Facilities
Alexandra Harris	Seattle Public Library
Philip Klinkon	AIA Seattle – Urban Design Committee
Rick Krochalis	Department of Design, Construction, and Land Use
Linda Knudsen	Seattle Arts Commission
Bruce Lorig	Lorig & Associates
Vince Lyons	Department of Design, Construction, and Land Use
Dennis Meier	Strategic Planning office
George Rolfe	University of Washington
Eric Schmidt	AIA Seattle – Urban Design Committee
Noel Schoneman	Seattle Transportation
John Skelton	Department of Design, Construction, and Land Use
David Spiker	Seattle Design Commission
Sharon Sutton	Seattle Design Commission
Trang Tu	Mayor's Office
Kelly Walker	Arcade Journal

Appendix VI: Examples from Other Cities

URBAN DESIGN RESOURCE CENTER

Example Study Summary

The information summarized here was found in research conducted primarily on the internet. It provides a quick snapshot each organization. It offers a sampling of information, rather than a comprehensive guide to these organizations.

Local

AIA Seattle- This is a professional resource, affiliated with the national American Institute of Architects (AIA) It provides professional assistance to architects, and links professional architects and clients. The organization hosts locally-oriented exhibits, awards, tours, and forums. Fosters appreciation for architecture. Has specific committees to focus on and conduct forums on certain issues, such as urban design, sustainability, and historic preservation.

Historic Seattle- This non-profit membership organization is dedicated to preserving the architectural past for the benefit of the future. There is extensive event programming, lectures, exhibitions, and tours. "Historic Seattle also acts as a catalyst for community preservation, a 'watchdog' for historic preservation in Seattle, and a respondent to specific preservation problems, issues, and queries."

Lighting Design Lab-Seattle "The Lighting Design Lab works to transform the Northwest lighting market by promoting quality design and energy efficient technologies... The Lab accomplishes its mission through education and training, consultations, technical assistance, and demonstrations." This is a good example of a very accessible resource that is available to provide service and knowledge to design professionals.

The Seattle Architectural Foundation- Seattle This is a non-profit corporation serving the greater Northwest with public programs and discussions, operating under the guidance of an appointed Board of Trustees. The foundation has a gallery, and conducts forums with themes, which are complemented by tours. This is mainly a showcase and gallery of Seattle, rather than a resource to understand architecture or urban design.

Seattle Arts Commission- Arts Resource Network- Seattle “Is a resource for artists and the public by funding arts projects, offering technical assistance, providing access to arts information, facilitating dialogue about the arts and building capacity for future arts activities.” Provides many community forums, workshops and services.

Regional/ West Coast

The Center for Livable Communities- California This is a non-profit, nonpartisan membership organization of elected officials, city and county staff, and other interested individuals throughout California and other states, helping local governments identify and implement solutions to develop resources for efficient local and regional land use planning. Works with architects and planners. The Center hosts events, such as conferences, workshops, and training sessions. The Center publishes newsletters and guidebooks, and hosts a resource library with videos and slides. The Center also conducts visual surveys, maintains bibliographies and speaker lists, and works with communities to develop surveys.

The Center for Urban Studies- Portland “This is primarily a research institute through Portland State University, and is a multi-disciplinary research institute. The center’s primary research emphases are in urban policy analysis and in urban and regional planning.” The center hosts a lecture series.

LA Forum for Architecture and Urban Design- Los Angeles- “The Los Angeles Forum for Architecture and Urban Design provides a framework for design professionals and members of the general public to explore, evaluate, and impact the development of the architecture in Los Angeles.” Brings together professionals in a series of different activities, but works beyond professional organizations and does not limit to one approach to design or theory. Lectures are on the lawn of a building, and meeting space is provided by Santa Monica Museum of Art. The forum has co-sponsored events with other groups. Funded by grants, including NEA and Graham Foundation.

Village At- California “Is a non-profit organization providing information about land use issues and their effects on humanity and the environment.” This seems to be a very small, personally driven operation that provides information through a website that does offer many links and a bibliography.

National

American Center for Design- Chicago “The ACD is a primary source of information about design and its role in our culture and our economy. ACD is a professional organization that addresses the multifaceted and continually changing nature of design. ACD’s members represent all design disciplines, and their work demonstrates that design theory and innovation are inseparable from design practice. This seems very much like the AIA, a professional organization that serves its members. Resources primarily serve the professionals who need to improve their professional skills and services within their respective industries.

The Architectural League of New York- New York The League was created by a group of professionals who needed to establish a venue for artistic development distinct from professional concerns, such as those addressed by AIA. Currently hosts competitions, exhibitions and lecture series. These developed to include an emphasis on interdisciplinary programs. Also, a strong force in the development of young and student architects.

City Design Center- Chicago “Founded in 1995, the City Design Center is a multi-disciplinary research, education, and service program in the College of Architecture and the Arts at the University of Illinois at Chicago. The Center’s mission is the study and practice of design in the public interest. The Center’s work is founded on the idea that the quality of the built urban environment – from the fixtures, furnishings, and buildings that house them, to the streets, plazas and parks that surround them, to the resulting spatial form of the overall community – is intrinsic to the vitality and diversity of the city’s cultural, economic, and political life. To meet this challenge, the Center develops and advocates for innovative and effective design research and practices by providing information to improve the quality of design decisions. The City Design Center supports multi-disciplinary research projects initiated by faculty or in response to solicitations by foundations, government agencies, and non-profit organizations; technical assistance through partnerships with community groups in response to requests by community development corporations and other non-profit organizations, most often in low income communities where such design services typically are not available; and public education through lectures, workshops, symposia, and Internet websites addressed to local, national, and international audiences of academics, professionals, government officials, and concerned citizens.”

Cityscape Institute- New York “The Cityscape Institute (is) an urban design resource for public space improvement, serving city government and the private sector.” Seems to focus on public space design and programming, recognizing the many tertiary benefits. Objectives: “demonstrate benefits of good urban design, innovate grammar of good urban design, assist citizens, government agencies, and communities as an advisory resource, and educate by teaching, publishing, and sponsoring expeditions to other cities.” Offers a newsletter

2-3 times a year. Current projects: streetscape projects, using distinct streets, working with other organizations, refurbish two streets to become community heritage streets, design resource for the redesign of some parks, education through lecture series based on themes.

Civic Design Center- Nashville This is a newly established center. The mayor describes “the center as the ‘creative conscience’ to shape the city’s future by serving as a resource for neighborhood activists, builders, and planners to work together to help develop Nashville’s urban environment.” The public will be able to participate in issues that relate to the planning and growth of the city. Not significant website information.

CUBE- Center for Understanding the Built Environment-Kansas “CUBE brings together educators with community partners to effect change which will lead to a quality built and natural environment, one and interdependent.” “community partners...architects, preservationists, and educators work together..” It seems that the primary audience is children. The center is a resource center, as there is a library that provides books, videos, tapes, slides, and architectural toys.

Design Center for American Urban Landscape- University of Minnesota This center is a research/educational resource center that is linked to the University of Minnesota. “The Design Center’s mission is to educate public and private decision makers, professionals and citizens about the value of design as a strategic partner with economic and human interests in the making of community-based development strategies and sustainable urban landscapes.” Hosts conferences, design and planning activities as research projects. Some projects include work with design professionals and associations of design professionals, as well as neighborhood groups, public staff, and other agencies.

Design Institute- University of Minnesota “The Design Institute is an alliance of University of Minnesota (UMN) faculty, staff, and students plus design professionals and community members interested in interdisciplinary design collaboration.” Strong goals and mission of education about interdisciplinary design for the students and the public.

Development Resource Center- Chattanooga, TN “The Design Center is a collaborative public partnership whose role is providing excellence in planning, design and development for a prosperous and livable downtown.” Provides advice to architects, such as design guidelines. Main focus areas: excellence in planning, design and implementation, public visioning, public realm, and partnership in development. Supported by an exhibition of scale model, maps, and architectural renderings. The center conducts master planning projects. This Design

Center is funded and jointly staffed by the Mayor of Chattanooga. The staff is very multi-disciplinary and serves a market larger than urban design. This seems to be more proactive than a resource center.

New Town Macon Urban Design Center- Macon, Georgia This resource center has not yet been developed, but it “will be a resource for planning agencies, prospective commercial investors and residential development. It will focus on urban design, planning, commercial and residential expansion well as the funding and project supervision for other initiatives. It will associate itself with university schools of architecture, urban planning, and landscape architecture to maximize opportunities for planning and development. The costs to fund start up and the operations of such a center for three years is estimated to be \$2 million.” Is a non-profit public-private partnership.

South Bend Community Design Center- Notre Dame This design center is a partnership between the South Bend Downtown Partnership and Notre Dame’s School of Architecture. The center’s goals include the enhancement of the dialogue between design professionals and community leaders, participation in projects with ND, participation in charrettes, and the development of downtown design guidelines.

Tulane Regional Urban Design Center- “Was established...to improve the quality of urban environments within the region by addressing critical issues of urban design and land use planning....provides institutional support to communities, districts, towns and cities by conducting project-oriented research, urban design, public policy review, and consultation on implementation strategies.” This center is housed within the school of architecture. Serves primarily as an activity center for participants in programs and activities, rather than a resource center for professionals and the public to use.

Urban Design Center of Northeast Ohio- Kent State University “Is a community service organization committed to improving the quality of urban places through technical assistance, research, education, and advocacy. “ “The architectural and design expertise serves the communities, design professionals, and the planing and public policy work of state universities.” Seems to function as a public consultant, due to the work and some student work on certain projects.

Urban Design Studio- Scottsdale, Arizona- The mission: “to educate the community at large about planning and design issues.” “Studio offers a variety of programs, including design workshops, symposiums, lectures and children’s events, developed around specific topics relevant to the community.” Located in an historic

building. Focuses on four main programs for the exploration of design issues: designer in residence, ARTS group, Design Principles and Guidelines, and partnerships.” Also hosts lunchtime brown bag presentations. Works with and amends design guidelines.

Urban Places Project- Massachusetts The group is dedicated to preserving and enhancing the quality of urban life through planning and design. UPP’s focus is academic outreach and applied research, particularly in low-income and minority neighborhoods that have not traditionally had access to design and physical planning assistance.” The program primarily is a study and research program that instigates urban design projects through workshops, surveys, interviews, exhibitions, and small group meetings. Affiliated with the University of Massachusetts.

Van Alen Institute- New York “The mission of Van Alen Institute is to improve the design of the public realm.” The institute identifies problems and concerns within the public realm and “organizes the public and private partnerships needed to respond to these issues.” This space functions as an exchange. Hosts a gallery and lectures. Hosts design competitions that are complemented by lectures and tours.

Walkable Communities, Inc. Florida “Is a non-profit corporation....organized for the express purpose of helping whole communities, whether they are large cities or small towns, or parts of communities....become more walkable and pedestrian friendly... this is provided by the presentations, walkable audits, training courses, workshops, planning and visioning charrettes to facilitate community planning efforts, and mediation in community disputes.” This organization primarily provides services to promote urban design and is somewhat of a consultant.

International

Canadian Centre for Architecture- Montreal. This is a public non-profit with significant private funding that focuses on past and present architecture as a public concern. The center primarily focuses on these ideas through exhibitions, publications, and public programs. The center has a substantial collection of graphic materials and a library (180,000 volumes on theory, practice, and history of architecture). The exhibition program is centered on themes: theory and practice in contemporary architecture, photography and architecture, modernism and its debate, and foundations of architectural thought. The Centre has a significant physical presence, with its own buildings and a staff of more than 200. Public programs include charrettes, lectures, forums, and guided tours.

City Exhibition Space- Sydney, Australia. The City Exhibition Space seems to be somewhat of a tourist examination of architecture and urban design, judging by the events and “showcase-type” exhibits featured. Primarily addresses the public, rather than as a resource for the local community and design professionals. However, the main page of the website: “explore the city’s changing face with a 1:500 scale model, interactive multimedia displays, architectural models and detailed information on city developments.... Engage with issues as diverse as inner city living, traffic management into the 21st Century, innovative building design and the uses of our harbour and city spaces.” Exhibitions include: research on city design in other cities. Offers ferry tours and pedestrian tours. Offers lectures related to the exhibitions. Resource area for research: interactive maps, news clips, architectural plans, publications. Located in Customs House. Unclear how project is funded, tours, lectures and exhibitions are fairly expensive, ranging from US\$7 - US\$20.

Resource for Urban Design Information, “RUDI is a multimedia internet resource for teaching, research and professional activity in urban design and its related disciplines. Urban design in this context includes the physical design, management, planning, and use of buildings and landscape in terms of their relationship to public and open space. The service gathers and re-publishes multimedia material contributed by professional bodies, practitioners, academics, and students. It also researches and creates new resources. Editorial policy focuses on examples of good practice in urban design, and aims to contribute to a better built environment.” This is an incredibly extensive virtual resource center, with many different types of links and services. While RUDI is not particularly active with specific urban design projects, it is somewhat of a passive resource. There are website links, bibliographies, links to information about events (lectures, tours) of related, regional groups, and links to urban design quarterlies and newspapers.

	Location				Affiliation			Services Offered								Website			Funding			
	Local	Regional/West Coast	National	International	Government Affiliation	University Affiliation	Non-profit	Physical location	Lectures	Exhibitions	Wkshops/ Class/ Forum	Charrettes	Awards/ Competitions	Publication/ Newsletter	Family Activities	Tours	Extensive	Resource links	Bibliography	Benefactors/ Members	Government Funding	Grants frm organizations
AIA Seattle, Seattle, WA	X						X	X	X	X	X		X			X	X	X		X		
Historic Seattle, Seattle, WA	X						X		X	X						X	X			X		
Lighting Design Lab, Seattle	X					X	X	X			X			X		X						
Seattle Architectural Foundation	X						X			X	X			X	X	X				X		X
Seattle Arts Commiss Arts Resource Network	X				X			X			X					X	X					
The Architectural League of New York, NYC			X				X		X	X			X	X		X	X			X		X
American Center for Design, Chicago, IL			X				X		X		X			X								X
Canadian Centre for Architecture, Montreal				X			X	X	X	X	X	X		X	X	X				X		
Center for Livable Communities, California		X			X		X				X		X	X								
Center for Urban Studies- Portland, OR		X				X		X			X			X								
Center for Understanding Built Environment, KS			X				X				X			X	X							
City Design Center, Chicago, IL			X			X		X	X	X	X	X					X				X	X
City Exhibition Space, Sydney, Australia				X	X			X	X	X					X	X	X	X				
Cityscape Institute, New York, New York			X				X		X					X				X	X			
Civic Design Center- Nashville, TN			X		X		X															
Cooper Hewitt Design Museum			X			X	X	X	X	X	X		X		X		X			X		
Design Center for American Urban Landscape, MN		X				X					X	X		X			X				X	X
Design Institute, UMN			X			X			X	X	X		X	X	X					X		
Design Trust for Public Space, New York, NY			X				X	X	X				X	X								
D.town Planning & Design Cntr, Chattanooga, TN			X		X	X	X	X		X										X	X	
L.A. Forum for Architecture and U. Design		X							X	X			X	X			X	X				X
New Town Macon Urban Design Center			X		X		X															
Resource for Urban Design Info. U.K. (R.U.D.I.)				X		X	X										X	X	X			
South Bend Community Design Center, IN			X			X	X	X		X		X										X
Tulane Regional Urban Design Center, LA			X			X					X	X										
Urban Design Center of Northeast Ohio			X			X		X	X		X			X			X	X				
Urban Design Studio, Scottsdale, Arizona			X		X			X	X	X			X	X	X							
Urban Parks Institute, New York, NY			X				X				X		X	X								
Urban Places Project, Massachusetts			X			X				X	X											
Village At, Laguna Beach, CA		X					X				X					X		X	X			
Van Alen Institute, New York, New York			X				X	X	X	X	X		X			X	X			X		
Walkable Communities, Inc. FL			X				X		X			X		X			X	X	X			

Note: Lack of X does not ultimately mean that this is not provided, it could also mean that the resources did not provide this information.

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